

## PSYCHOLOGICAL CONTRACT: ITS EFFECTS ON ORGANIZATIONAL CITIZENSHIP BEHAVIOR AMONG HOTEL EMPLOYEES

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### ABSTRACT

*The study aimed to examine the effects of psychological contracts on organizational citizenship behavior of hotel employees. The study described the personal and professional qualities of the employees from 12 hotels, with 100% sampling intensity. Pearson R correlation was used as statistical tool.*

*Findings showed that there was a positive correlation between age and work input. Work-related organizational citizenship behavior was affected by work inputs and rewards. There was a significant difference between managers / supervisors and rank & file employees on their level of organizational citizenship behavior. Thus, psychological contract of the employee must be implemented to improve organizational citizenship behavior.*

**KEYWORDS:** Age, Educational Attainment, Relationship, Rewards & Work Inputs

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### 1. INTRODUCTION

Employees now faced the challenge of renegotiating and some cases abrogating the promises and commitments traditionally made with employees contributing to strains in the employer-employee relationship (Tang et al., 2007). There are promises and perceived rewards in exchange for the employee's contribution to the organization and yet these expectations are not met. Hotel employees are the main assets in the organization; therefore, their job retention should be given the ultimate focus. The hotel industry is a highly guest service-oriented business, where communication between employees and guests determine the success of the business (Rehman, Ardebli, & Aslam, 2013).

A psychological contract is an implied agreement on the terms and conditions of employment between the organization and the employee (Tang et al., 2007). The psychological contract in a positive state was related to motivation, organizational commitment and less intention to leave. According to Agarwal et al., (2013) the psychological contract comprises employees' beliefs about what they are entitled to receive, or should receive, because they perceive that their employer conveyed a promise to provide those things in exchange for their contributions.

Uzonna (2013) reaffirms in his study that salary, fringe benefits, bonuses, performance pay and profit sharing are the most important expected motivation variables in employee performance. Moura (2015) reiterated further that employee satisfaction increases employee retention, and increases productivity that could influence the income and profits of certain hotels. The sector supports 292 million people worldwide bracing the fact that the hospitality industry is people-oriented. The epitome of success in any hospitality organization depends on its

employees because workers are considered the bloodline of the hospitality industry.

Organizational Citizenship Behavior (OCB) is discretionary behavior, that is not part of an employee's formal job requirements, but that nonetheless supports the effective functioning of the organization. Thus, recognizing behaviors of employees is very much essential in the hotel organization (Conway & Briner, 2011).

A few attempts to explore the impact of psychological contract on organizational citizenship behavior but very minimal researches are published locally especially in the field of hospitality management. The researcher has been working in the hotel and restaurant industry for quite a time and feels the need to dig deeper for a better understanding of the behaviors of employees, which affect their organizational engagement in hotel organization. It is within this perspective that the researcher is driven to conduct this study to examine the effects of psychological contract to organizational citizenship behavior of hotel employees as a basis for the formulation of a psychological contract model.

### **3. METHODOLOGY**

#### **3.1. Study Area**

The study was conducted in the five Municipalities of the southern part of Cebu, Philippines. The five Municipalities (Argao, Dalaguete, Alcoy, Boljoon and Oslob) were considered as the tourism district of Cebu, Province. Argao Municipality is considered one of the first-class municipalities of the south together with Dalaguete. Argao as Municipality caters for the beautiful Mount Lantoy Key Biodiversity Areas, which serve as habitat to diverse biodiversity species. While the Dalaguete Municipality is famous for its high vegetable production and offer trails to Cebu's highest summit, the Osmeña Peak.

Alcoy Municipality, which categorized as one of the fifth class Local Government Unit in the south together with Boljoon. Alcoy caters for the largest remaining natural forest in the south with an area of more than 1000 hectares, which were suited for adventure and biodiversity research. Boljoon Church of the Municipality of Boljoon was currently in the list of UNESCO World Heritage Sites under the Baroque Churches of the Philippines.

Oslob Municipality is categorized as one of the fourth class Local Government Units in the province of Cebu, Philippines. The town became the center of attention in recent years because of the sudden popularity of whale shark sighting.

#### **3.2 Design and Respondents**

The study utilized the descriptive-correlational method and described the respondents' personal and professional qualities. Hotel employees with 185 in total numbers considered as respondents of the study, from 12 identified hotels within the five Municipalities of the Southern part of Cebu province. One hundred percent sampling intensity was used in the selection of respondents. Semi-structured questionnaires were used in the study. The questionnaires have undergone pilot testing with a Cronbach's Alpha of at least 0.7 level of significance (Cronbach's Alpha) for all the variables. The test was conducted to determine the internal consistency reliability of the response scale of the respondents.

The questionnaires were composed of two sets. The supervisors and/or managers answered the first set and the second set intended for the regular member's employees. The questionnaires were categorized into several parts, which includes; the demographic profile of the supervisors and/or managers, profile of the regular member's employees (rank and file), educational attainment, number of years in the hotel industry, and job description.

### **3.3 Data Analysis**

Percentage and Weighted Mean as statistical method used in presenting data on the profile of the supervisors and/or managers, and the rank and file employees. The significant relationship between the profile of respondents and their extent of realization of psychological contract and the level of their organizational citizenship behavior were analyzed using the Pearson R correlation. The Pearson R correlation measures the strength of the linear relationship between two variables (Bonett & Wright, 2000), as required in the study.

The significant difference on the extent of realization of the psychological contract perceived between supervisors and/or managers and rank and file employees, as well as on the significant difference in the level of organizational citizenship behavior perceived between supervisors and/or managers, and the rank and file employees, analyzed using T-test statistical method. A t-test is a statistical test that is used to compare the means of two groups. It is often used in hypothesis testing to determine whether a process or treatment actually has an effect on the population of interest, or whether two groups are different from one another (Bevans, 2020)

## **4. RESULT AND DISCUSSIONS**

### **4.1 Profile of the Respondents**

Table 1 shows that the biggest bulk of the respondents in terms of age were between 21 to 30 years old, 7.5% of the respondents were managers/supervisors, and 49.2% were rank and file. The lowest bulk of the respondents lies at an age bracket of 40 years old and above with 4.8% (e.g. Table 1). The result was similar to the study of Pantaleon et al. (2013), that hotel employees in selected hotels in Batangas City, Philippines were young and belonged to the 21 to 30 years old bracket.

Respondents with an age bracket of more than 40, implies that age does not matter in the hotel and resorts business, as long as the person was physically able and willing to work. The result coincides with the Department of Labor and Employment policy under Department Order 170 series of 2017 otherwise known as “The Anti-Age Discrimination in Employment Act” that the state shall promote equal opportunities in employment for everyone. Hiring of personnel based on abilities, knowledge, skills and qualifications rather than age of a person (Republic Act No. 10911).

The result also reveals that none of the employees has pursued graduate studies for professional growth within four years of staying in the hotel organization (e.g. Table 1). Upgrading of hospitality workers in terms of educational qualification were also important for hotel organization to enhance the skills and knowledge of the employee, particularly those that hold managerial positions.

Also revealed in the study that in the hotel organization gender were not a factor. Both male and female are given equal chances to be hired as personnel and promoted in the supervisory or managerial position (e.g. Table 1). The result implies that hotel and resort businesses practiced gender equality among their personnel, as envisioned in 1987 Philippine Constitution (Cayetano, 2012).

Table 1: Profile of Respondents

Profile		Respondent's			
		Managers/Supervisors		Rank and File	
		f	%	f	%
Age	51-above	0	0	1	0.5
	41-50	3	1.6	8	4.3
	31-40	14	7.5	37	20.0
	21-30	14	7.5	91	49.2
Gender	20-below	0	0	17	9.2
	Male	14	7.6	83	44.7
	Female	17	9.2	71	38.4
Civil Status					
	Single	12	6.5	93	50.3
	Married	19	10.3	61	33.0
Educational Attainment					
	Graduate Studies	0	0	0	0
	College Graduate	15	8.1	15	8.1
	College Level	13	7.0	57	30.8
	Secondary	3	1.6	81	43.8
Number of Years In the Hotel Industry	Elementary	0	0	1	0.5
	7-8 years	1	0.5	3	1.6
	5-6 years	2	1.1	7	3.9
	3-4 years	12	6.5	32	17.3
	1-2 years	16	8.6	112	60.5

#### 4.2. Extent of Realization of Psychological Contract

Results showed that both the Managers/supervisors, and the rank & file employees take time off to compensate for extra hours worked in terms of work flexibility as stipulated in the psychological contract. According to Shagvaliyeva (2014), flexible working hours promote and facilitate work-life balance. Flexible working hours reduces stress and increases employee well-being.

On the assumption of giving value to an employee's opinion, managers/supervisors opinion much valued by the organization, as compared to regular member's employee. The result implies that supervisors in today's organization were encouraged by the hotel organization to be empowered and operate their own team with more authority while expecting to hold accountable for all their decisions. Goodwin & Griffith (2008) reiterated that supervisors in today's modern organization had changed dramatically. The empowerment of a supervisors' job made him submit more suggestions to the company, and more freedom and influence.

For the extent of realization on the aspect of criticism and appreciation "for a job well done", both the manager/supervisor and the rank & file employees handle it positively, and consider this as part of their job. Based on employee's opinions, criticism can improve their performance and maturity towards work. Uzonna (2013) reiterated that workers should give growth opportunities and challenges higher than what they have today. This would motivate employees in the work place to maximize performance. Employees need recognition to boost their motivation to work hard (Maslow Hierarchy of Needs).

The result also showed that both the rank & file employees, and managers/ supervisors had a strong commitment and loyalty to their respective hotels. Hotel job satisfaction and career satisfaction of employees affect organizational

commitment. As the organization treated employees well, then commitment and loyalty as a psychological contract was high in the perception of employees. According to Yew et al. (2008), when employees are treated well, it resulted in significant and positive relationship with organizational commitment and loyalty. The result of the study of Ming-Shan & Yu-You (2014) indicated that career satisfaction has a positive influence on employees' organizational commitment.

For compensation of employees both rank and file, and the manager/supervisor valued for fair treatment, which causes them to be motivated. The result implied that employees need security of pay and other benefits for family survival. Newstrom et al. (1993) asserted that employees seek to maintain equity between the inputs that they bring to a job and the outcomes that they receive from it against the perceived inputs and outcomes of others.

Organizations were financing large amounts of money on employee training and development programs. Employees were the esteemed resource of the organization and the success or failure of the organization relied on the performance of employees. In this study, the manager/supervisors were given more training and development as compared to the rank & file employees. According to Bashir & Long (2015), the importance of employee development program for all employees were growing for organizations and those pursuing them received an advantage among competitors. Furthermore, promotion was not the only way to give motivation to the employee but also by recognizing their work accomplishment. Recognition for a job well done is commonly considered an important management tool for motivating employees. Recognition is not limited to supervisors only, but also to rank and file employees. Bartlomiejczu (2015) emphasized that recognition is not new; it is finally becoming strategic. In the study of Uzonna (2013), it revealed that most employees took a job with more responsibilities when given recognition associated with the work. This implies further that most employees were not afraid of challenges as long as it was associated with the job.

### **4.3. Organizational Citizenship Behavior of Employees**

The level of organizational citizenship behavior in terms of work-related categorized into three factors namely: innovation, initiative, trust and respect. In this study, both rank and file and the managers/ supervisors highly believe that the employer has high integrity, is open and upfront, and treated the employees equally. In terms of innovation, initiative, trust and respect, the employees have observed that the management and the whole organization aimed for the improvement of personnel working capabilities. The organization has tried and tested several ways just to develop employee's performance by conducting actual training and lectures. According to Erdogan & Bauer (2015), the manner in how managers behaved toward members was an indicator of their support, trust, and loyalty. The result implies further a high employee engagement in the company in terms of communication and interaction with each other (Chaurasia & Shukla, 2013).

According to Krot & Lewicka (2012), organizational trust is an important part of professional relationships between co-workers, managers and employees, or between employees and managers. When trust becomes interpersonal, employees are more open with each other, or even sharing personal problems and this process lead to better work performance.

### **4.4. Significant Relationship between Profile of the Respondents and their Extent on Realization of Psychological Contract**

Based on Pearson R correlation there was a positive correlation between age and work input (e.g. Table 2). As an employee grows old, his experience also becomes improved which positively contribute to his work inputs. According to the study of Ng & Feldman (2010), older workers contribute effectively to job performance. Weiss et al. (2016) also reveal that as

employee ages, his work input increases.

Based on the Number of Years and Work Input the value of Pearson R correlation was 0.053 far from +1, which indicates for a low positive correlation (Table 2). Working experience plays a significant role in building motivation and job performance. However, according to Cohen (2000), tenure is considered important as it correlates to work inputs, opposite to the result of the study.

Educational attainment denotes a low positive correlation with work input (Pearson R value 0.067) (e.g. Table 2). It implies that the educational background of the respondents has a slight significant relationship with their work inputs. Educational background applicable particularly for promotion purposes, but for hotel common work input the most important was hard work. This reaffirms the findings of Massing & Schneider (2016) which states that acquisition and competency formation are not limited to formal education. Competency formation in work inputs is based on experience that occurs in home and community, and the development continues, as people grow old.

Based on Pearson R correlation there was no significant relationship between age and employee rewards ( $R = -0.133$ ), indicates negative relationship. Negative relationship means that as variable 1 increase, variable 2 decreases and vice versa. This implies that respondent's age has no bearing on the extent of realization of employee rewards. Seniority was not the basis of giving rewards. The basis in giving rewards in hotel was the positive performance of the employee, and its contribution to the organization. Ng & Feldman (2009) reiterated that workers contribute effectively to job performance without necessarily thinking of rewards what matter most was his commitment and loyalty to the organization. Giving rewards was only a part of a certain management style, and not applied to other hotel organizations.

The number of years working in hotel, as well as educational attainment, has low significant correlation to employer rewards with Pearson R value of 0.154 and 0.075 respectively (e.g. Table 2). The result of the study implies that number of years working in the hotel organization contribute only a very low percentage of receiving rewards, but what matters most was job performance (Ng & Feldman, 2009). In addition, according to Murphy (2015), rewards are based on work performance and not by the educational attainment of employees.

However, according to Ng & Feldman (2009), education of employees positively influences core task performance and it is also positively related to creativity and citizenship behaviors of employees thereby having a chance of additional incentives and rewards.

**Table 2: Significant Relationship between Profile of the Respondents and Their Extent on Realization of Psychological Contract**

Psychological Contract Profile	Employee Inputs			Employer Rewards		
	R	P- value	Decision	R	P- value	Decision
Age	0.182	0.328	Accept Ho	-0.133	0.476	Accept Ho
Number of Years in the Hotel	0.053	0.777	Accept Ho	0.154	0.408	Accept Ho
Educational Attainment	0.067	0.719	Accept Ho	0.075	0.687	Accept Ho

#### 4.5. Significant Relationship between Respondents' Profile and their Level of Organizational Citizenship Behavior

The respondent's age as well as number of years in hotel, and the level of organizational citizenship behavior relating to work has negative relationship, with Pearson R value of -0.009, and -0.029 respectively (e.g. Table 3). This means that if age increases Organizational Citizenship Behavior based on work related decreases. As the employee become older its

physical strength decreases. The older employee becomes choosier on the type of work they would to perform based on its strength capacity. However, age of employee and the number of years in the organization make him more experience and familiar to work, thus make him more qualified in the management aspect rather than in the physical work. However, Mohammad & Farzana (2011) reveals that there is evidence for the positive linearity between age and organizational citizenship behavior, wherein as tenure increases, employees produce favorable attitude and behaviors that help the organization to survive. The idea reaffirms the study of Mauritz (2012) wherein it shows that older employees display more organizational citizenship behavior as compared to their younger counterparts.

Educational attainment of an employee has low positive correlation in relating to work with Pearson R value of 0.342 (e.g. Table 3). The result implies that the level of organizational citizenship behavior displayed by an employee contributed by his educational background in low percentage, but what contributed much was his commitment and loyalty to work. According to Ariani (2013), engagement to work is a positive attitude held by employees, and it will improve their organizational citizenship behavior.

In terms of relationship-related, both the age, number of years in the hotel and educational attainment of the employees displayed a low positive correlation, with R-value of 0.102, 0.065, and 0.017 respectively (e.g. Table 3). The result implies that the respondent's age has slight positive impact on the organizational citizenship behavior particularly on relationship-related. Older employees were more friendly and approachable to co-employee as compared to younger ones, because of too much familiarization with other co –employee and to the working environment and as part of their job prescription in hotel organization. According to Lee (2000), hospitality workers spend a large portion of their lives at work forming friendships among employees even on their first few days of work. It implies that relationships among employees can produce positive behavior in the organization across all levels of educational background among employees (Ng & Feldman, 2010).

**Table 3: Significant Relationship between Respondents' Profile and their Level of Organizational Citizenship Behavior**

OCB Profile	Work –Related			Relationship-Related		
	R	P-value	Decision	R	P-value	Decision
Age	-0.009	0.960	Accept Ho	-0.123	0.511	Accept Ho
Number of Years in the Hotel	-0.029	0.877	Accept Ho	0.009	0.963	Accept Ho
Educational Attainment	0.342	0.060	Reject Ho	0.0261	0.156	Accept Ho
Legend: OCB – Organizational Citizenship Behavior						

#### **4.6. Respondents Extent of Realization of Psychological Contract and their Level of Organizational Citizenship Behavior**

Based on Pearson R correlation, the work-related organizational citizenship behaviour were strongly affected by the identified independent variables such as employee work inputs, and employer rewards. Both work inputs and employer rewards are significantly related to work-related organizational citizenship behavior. The work inputs and employer rewards as predictors in a psychological contract are significantly related to the extent of their organizational citizenship behavior towards work in the hotels. Rewards received by the employee would give him more motivation, and make him work harder to maintain his performance. The rewards given by the organization would also give other employees motivation to work hard because once a personnel/employee was awarded, he could be a candidate for a promotion. A

promotion was directly related to a higher income, making him more committed to his work.

The result reaffirmed to the study of Podsak off (2000) that employer reward towards work had a consistent positive relationship with his behavior in an organization. Job satisfaction and perceptions of fairness positively related to an organizational citizenship behavior of employees. Zhou et al. (2014) emphasized also that when there was work satisfaction among employees, there was also an increase in their positive organizational behavior and commitment.

In addition, work inputs and rewards as predictors in a psychological contract of employees significantly related to the extent of their organizational citizenship behavior as to relationships with co-employees, and the organization as a whole. According to Erdogan & Bauer (2015), high quality relationships characterized by the exchange of valued resources, which means that managers provide support, developmental opportunities, mentoring and other benefits to the employee. The provision of such resources results in a motivation to reciprocate to the manager on the part of the employees, by demonstrating behaviors such as loyalty and commitment in the organization. The essence of motivation of the behavior selection was determined by the desirability of the outcome. This theory emphasizes the needs for organizations to relate rewards directly to performance and to ensure that the rewards provided are those rewards deserved and wanted by the recipients (Montana, 2008).

#### **4.7. Extent of Realization of the Psychological Contract Perceived between Supervisors and/or Managers and Rank & File Employees as to Work Inputs**

Table 4 shows that the mean difference between male and female employees was 0.218 with a computed t-value of 3.67. Since the computed t-value was greater than the critical t-value, therefore there was a significant difference between the male and female employees on the extent of realization of the psychological contract in terms of their work inputs. The result implies that female employees were affected most on the perception about the realization of their psychological contract relating to work inputs, as compared to male. Based on observation female employees were more emotional than male. When an employee believes that his employer has failed to meet the obligations agreed upon in the psychological contract, a psychological breach occurs (Francisco, 2015). Moreover, the perception of psychological breach results in a number of negative affective, attitudinal and behavioral consequences for employees which manifest in poor job performance, increase in neglect of work and eventually leaving the organization (Anzam, 2011).

On the other hand, the mean difference between supervisors and/or managers, and rank and files was 0.306 with a computed t-value of 3.87. Since the computed t-value was greater than the critical t-value, therefore, there was a significant difference between supervisors and/or managers, and the rank and file employees on the extent of realization of psychological contract in terms of their work inputs. The result implies that the rank and file employees were affected most when the realization of the psychological contract failed, as compared to supervisors and /or managers. The supervisors and /or managers were more matured and stable as compared to rank and file employees. According to Bal et al., (2008) ages of employees play a role in response to psychological contract breach. People who grow older and become better at regulating their emotions will respond less emotional to the breach of their psychological contracts.

While the mean difference between single and married employees was 0.120 with a computed t-value of 1.96. Since the computed t-value was greater than the critical t-value, therefore, there was a significant difference between single and married employees on the extent of realization of psychological contract in terms of their work inputs. Laguador (2014) reveals that married employees are more dedicated to work due to their matured role and responsibilities over their



families.

**Table 4: Significant Difference on the Extent of Realization of the Psychological Contract Perceived between Supervisors and/or Managers and Rank and File Employees as to Work Inputs**

Profile	Mean	Mean Difference	Computed t-value	Critical t-value	P-value	Decision	Interpretation
A. Gender							
Male	3.040	0.218	3.67	1.65	0.000	Reject Ho	There is significant difference.
Female	3.258						
B. Position							
Supervisor s/ Managers	3.398	0.306	3.87	1.65	0.000	Reject Ho	There is significant difference.
Rank and File	3.092						
C. Civil Status							
Single	3.091	0.120	1.96	1.65	0.047	Reject Ho	There is significant difference.
Married	3.211						

#### 4.8. Level of Organizational Citizenship Behavior Perceived between Supervisors and/or Managers and Rank & File

##### Employees in Terms of Work

Table 5 reflects that the mean difference between male and female employees was 0.043 with a computed t-value of 0.721. Since the computed t-value was less than the critical t-value, therefore there was no significant difference between male and female employees in their level of organizational citizenship behavior in terms of work. The result implies that both male and female employees has positive behavior towards work. In hotel organizations gender equity was practiced, both male and female employees were given equal prescription of job opportunity. The result was in line with the concept of Gender Equality (Cayetano, 2012).

Moreover, Table 5 shows that the mean difference between supervisors and/or managers and rank & file employees was 0.253 with a computed t-value of 3.117. Since the computed t-value was greater than the critical t-value, therefore there was a significant difference between supervisors and/or managers and the rank & file employees in terms of their level of organizational citizenship behavior in terms of work. Based on observation, rank and files displayed positive attitude towards work as compared to managers/supervisors. According to Yew et al. (2008), when employees were treated well, it resulted in a significant and positive relationship with organizational commitment and loyalty. Ming-Shan & Yu-You (2014) indicated that career satisfaction have positive influence on employees' organizational commitment.

Lastly, Table 5 shows the mean difference between single employees in terms of civil status and married employees was 0.123 with a computed t-value of 1.996. Since the computed t-value was greater than the critical t-value, therefore, there is a significant difference between single and married employees as to the level of organizational citizenship behavior in terms of work. Based on the result, married employees displayed greater positive attitude towards work as compared to single. Married employees feel higher obligation and responsibilities towards their family as compared to single.

**Table 5: Significant Difference on the Level of Organizational Citizenship Behavior Perceived between Supervisors and/or Managers and Rank & File Employees in Terms of Work**

Profile	Mean	Mean Difference	Computed t-value	Critical t-value	P-value	Decision	Interpretation
A. Gender							
Male	3.160	0.043	0.721	1.653	0.471	Accept Ho	There is no significant difference.
Female	3.117						
B. Position							
Supervisors/ Managers	3.447	0.253	3.117	1.653	0.002	Reject Ho	There is significant difference.
Rank and File	3.194						
C. Civil Status							
Single	3.184	0.123	1.996	1.653	0.045	Reject Ho	There is significant difference.
Married	3.307						

## 5. CONCLUSIONS

Psychological contract affects the organizational citizenship behavior of employees in the hotel industry. The extent of realization of a psychological contract of employees has a significant relationship with the extent of the level of organizational behavior of employees inside the organization. Employees with strong beliefs of their realization on a psychological contract are most likely to manifest strong motivation and organizational commitment and perform more organizational citizenship behavior thereby contributing fully to the success of an organization.

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